



Strategic Plan 2006 – 2009

Draft Executive Summary

Livestock and Meat Commission for Northern Ireland

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LMC's Vision is for a sustainable and profitable future for the Northern Ireland Beef and Sheepmeat industry at all levels of the supply chain.

Our Mission

LMC will support the beef and sheepmeat industry through acquiring and disseminating knowledge and information in respect of the sector and through facilitating industry development and response to the evolving environment. LMC will seek to communicate all appropriate knowledge and information to the industry and to consumers so that the credentials and benefits of our products and of our local industry are known and understood as widely as possible.

Key drivers likely to influence the beef and sheepmeat industry in 2006 – 2009.

- Post mid-term review.
- Cross Compliance.
- World Trade Organisation agreements.
- Ending of the OTMS.
- Ending of the Beef export ban.
- Consumer needs and trends.
- Traceability & Farm Assurance.
- Lack of Industry profitability.

Our Values

- LMC will operate with integrity and transparency in all that it does. While being unequivocally an ardent advocate of the NI red meat industry, we will not seek to hide, distort or misrepresent factual information.
- Our staff is the key to all that we do. We will continue to ensure that every member of staff, through appraisals aligned with objectives, will have the right skills, training, experience, and resources to deliver a good service.
- LMC will continue the pursuit of excellence and build on a cost effective and efficient service.

Our Vision

To achieve our vision with our core stakeholders we have consulted and aligned our strategic plans with the business visions and themes of, DARD, UFU, Processors, Producers and Retailers, and at the same time taken full account of the changing needs and trends of consumers.

From that, LMC have developed the following Key Objectives for the period 2006 – 2009

Our key objectives:-

- ✎ *To provide Market Support .to the Northern Ireland Beef & Sheepmeat Industry.*
- ✎ *To lead, encourage, and facilitate the industry to attain sustainability.*
- ✎ *To assist the industry to develop post mid term review and return to profitability.*
- ✎ *To develop and provide an industry knowledge warehouse through research and market intelligence.*
- ✎ *To provide an independent support service on behalf of the Government and stakeholders.*
- ✎ *To Communicate to stakeholders' the purpose and benefits of LMC's activities.*

Our Progress on Past Strategic Plans

LMC's annual report gives a detailed account of progress on past strategic plans. This is published on our website.

www.lmcni.com

To achieve our Key Objectives LMC has set out the following targets and management initiatives

Key Objective	Key Success factor	Key stakeholder impact	Performance indicators	Management Initiative
1.- To provide market support to the Northern Ireland Beef & Sheepmeat Industry.	Increase market share of beef and sheepmeat.	Impact on the complete supply chain	1.1 1.2 1.3 1.4 1.5	Inform and advise consumers on the benefits of using beef and sheepmeat as part of a healthy and balanced diet. Promote beef and sheepmeat through informing. Ensure key opinion-formers will be kept aware of the merits of beef and lamb in a balanced diet. Undertake an annual beef information/ promotions campaign. Undertake an annual sheepmeat information/promotions campaign.
2.- To lead, encourage, and facilitate the industry to attain sustainability through positive market development and positioning of Northern Ireland Beef and Lamb within the marketplace.	Sustainable Beef and Sheepmeat industry.	Impact on the complete supply chain	2.1 2.2 2.3 2.4 2.5 2.6	Re-establish Northern Ireland beef in export markets. Expand the "Greenfields" Brand. Maximise the amount of Northern Ireland Farm Quality Assured (FQA) beef and lamb sold by retailers and used by the catering and food service sectors in Northern Ireland. Highlight the merits of NI Beef and Lamb. Market cow beef. Support industry events.
3.- To assist the industry to develop post mid term review and return to profitability	Return to profitability.	Impact on beef and sheep meat producers & processors	3.1 3.2 3.3	Develop a long-term strategy for the red meat industry Implement Beef Market Restoration programme Assist development of niche markets.
4.- To provide a reliable up-to-date information service by developing a knowledge warehouse of the beef and sheepmeat industry through research and market intelligence.	An industry adopting quickly to change.	Impact on the beef and sheepmeat industry	4.1 4.2 4.3	Obtain an understanding of the consumer needs and market trends through research. Improve industry competitiveness. We will acquire, collate, tabulate and distribute reliable up-to-date information and interpretation to all sectors of the industry. Acquire an expert knowledge of the Beef and Sheepmeat industry
5.- To provide an independent support service on behalf of the Government and stakeholders.	Recognition as the honest broker for the beef and sheepmeat industry.	Government and the beef and sheepmeat industry	5.2 5.3 5.4 5.5	Provide an independent classification service to satisfy both producers and processors. Administer the Older Cattle Disposal Scheme (OCDS) Provide commercial services to Government and industry at reasonable commercial margins. Provide a reliable of technical services to all sectors of the industry and to the wider general public to meet the requirements of all customers in the supply chain.
6.- To communicate to stakeholders' the purpose and benefits of LMC's activities.	Satisfied stakeholders	LMC sustainability	6.1	Improve communication of LMC activities to levy payers.

Funding the Plan

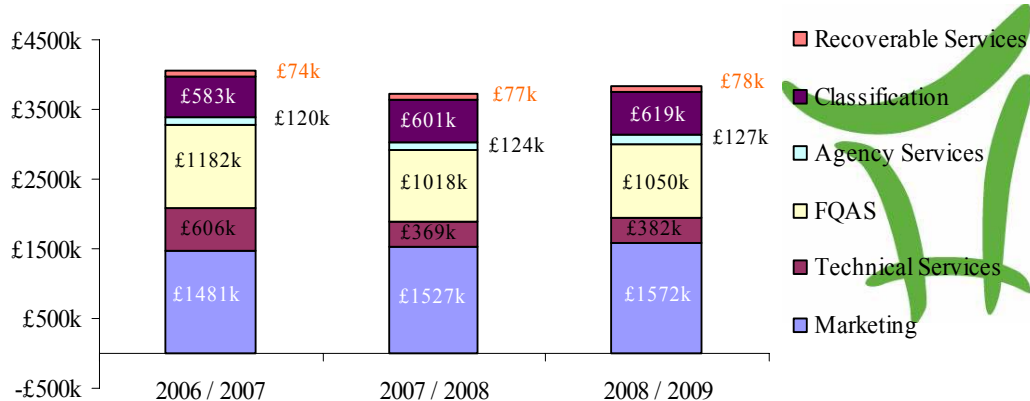
This section briefly outlines the sources of the LMC's funds and the main areas of expenditure. The numbers of cattle and sheep slaughtered within Northern Ireland primarily dictates our income. Table 1 shows the income anticipated from six main sources over the period of the plan 2006 – 2009.

Table 1 ~ LMC Income



Table 2 summarises the expenditure and reflects the importance LMC gives to marketing and communication, and technical services needed in support thereof.

Table 2 ~ LMC Expenditure



	2006 - 2007	2007 - 2008	2008 - 2009
Deficit/Surplus	£ -695k	£ -364k	£ -453k

The proposed strategic plan indicates a deficit of income over expenditure for the three years of the plan: however, LMC can demonstrate that it has adequate discretionary reserves, built up over a number of years, to cover the projected shortfall.

	31-Mar-06	31-Mar-07	31-Mar-08	31-Mar-09
Total Discretionary Reserves	£1,707k	£1,012k	£648k	£195k